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September 18, 1947

MEMORANDUM FOR MR. EDDY
GENERAL CHAMBERLIN
ADMIRAL INGLIS
GENERAL McDONALD
ADMIRAL GINGRICH

Subject: Interdepartmental Coordination
and Planning

1. The National Security Act of 1947 has required a careful reconsideration of the organization of the Central Intelligence Group, its relationship to the intelligence agencies of the Government, and its transformation into the Central Intelligence Agency.

2. Notice has already been given by the Director of Central Intelligence to the National Intelligence Authority and to the Intelligence Advisory Board of his intention, under authority of Section 303(a) of the National Security Act of 1947, to create an Intelligence Advisory Committee to be composed of intelligence representatives of the Departments of State, Army, Navy, and Air and the Atomic Energy Commission, as the successor of the Intelligence Advisory Board. The purpose of the Committee will be to advise the Director of Central Intelligence in carrying out his functions and those of the Central Intelligence Agency.

3. After consultation with the Intelligence Advisory Board, the Director of Central Intelligence has determined to continue under the new regime the existence of his Interdepartmental Coordinating and Planning Staff (ICAPS) with the duties and responsibilities with which it has hitherto been charged. Although its personnel will remain under the supervision of the Director of Central Intelligence, it is requested that each Intelligence Advisory Committee member consider the Interdepartmental Coordinating and Planning Staff member assigned from his department as his principal liaison contact in the Central Intelligence Agency on all matters pertaining to interdepartmental coordination and planning. It is desired to utilize these Interdepartmental Coordinating and Planning Staff members to a greater degree than heretofore in achieving the maximum possible mutual understanding and appreciation of each other's aims and objectives. To this end, it is suggested that

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they be encouraged to maintain close relationships with their agencies and be called into their staff meetings and conferences on pertinent subjects. In this manner, it is expected that they may present their agencies' views in the Central Intelligence Agency for consideration in advance of the submission of papers to the Intelligence Advisory Committee, as well as the Central Intelligence Agency's aims to their agencies. It must be understood, however, that although these Interdepartmental Coordinating and Planning Staff members will be expected to present their agencies' views in full, they cannot be expected in all cases to support them in the face of confliotions in the interests of the accomplishment of the national intelligence mission.

4. It is not contemplated to change the present composition of the Interdepartmental Coordinating and Planning Staff. However, future developments may require a request for additional members from the Intelligence Advisory Board agencies.

5. The need in the past of the Intelligence Advisory Board for a policy and planning body to consider the details of special problems and to make specific recommendations upon which the Board might act in its advisory capacity has been recognized. The present Intelligence Advisory Board procedure of nominating ad hoc committees for this purpose has not in all cases proved satisfactory. In some cases, officers assigned on a temporary basis have not had the background knowledge required for full understanding, and/or were not vested with sufficient authority to act for their chiefs. This situation naturally leads to an excess of caution detrimental to "give and take" compromise required to reach a mutual agreement.

6. It will therefore be proposed to the Intelligence Advisory Committee at its first meeting that it concur in the establishment of a standing committee composed of permanent representatives of each Intelligence Advisory Board member plus the members of the Interdepartmental Coordinating and Planning Staff, the Committee to be under the chairmanship of the Chief, Interdepartmental Coordinating and Planning Staff.

7. It is not contemplated that these intelligence representatives will be assigned on a full time basis, but that they will be ready to meet whenever an interdepartmental problem arises with the view of attempting to overcome those divergent views which from time to time develop in the preparation of papers for the Intelligence Advisory Committee advisory opinion and National Security Council approval.

8. In making assignments of these agency representatives, consideration should be given to selection of officers with sufficient competence to act for their Intelligence Advisory Committee members in concurrence or dissent, except in the most controversial issues, thus reducing to a minimum the need for detailed discussion at Intelligence Advisory Committee meetings.

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9. Subjects under discussion by the Standing Committee may at times require the attendance at meetings of additional agency officers to advise the permanent members, but in these cases the presence of the permanent members are desired to arrive at decisions.

10. It is considered that the principal value of including the Interdepartmental Coordinating and Planning Staff members on this committee lies in preliminary discussion on controversial issues between individual agency representatives and their corresponding Interdepartmental Coordinating and Planning Staff member. Their participation will also facilitate compliance by the Director with his duty to advise and make recommendations to the National Security Council, always with the advice of the Intelligence Advisory Committee.

11. It will also be proposed that the Secretariat of the Intelligence Advisory Committee will be supplied from within the Central Intelligence Agency.

(signed)

by Admiral Hillenkoetter

DE/mhb; JBS/ml1
I-17 Sept. 1947

cc: Exec. Registry
Exec. Director
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